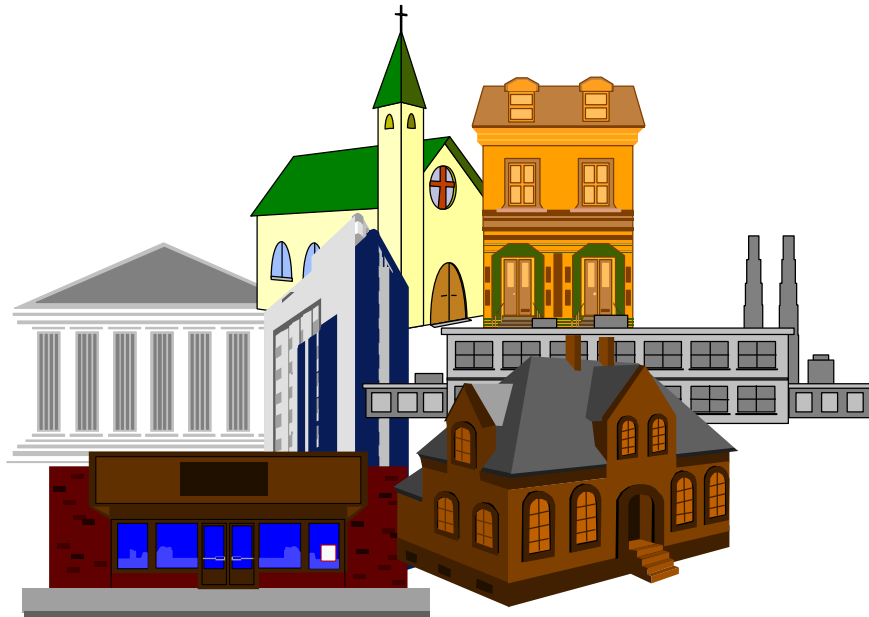


ACTEDS

ARMY CIVILIAN TRAINING EDUCATION AND DEVELOPMENT SYSTEM



EXECUTIVE ASSISTANT (BASE OPERATIONS) PLAN

CF 29

ACTEDS...



Linking Imperatives for Tomorrow's Army
JULY 1990

CONTENTS

I. NARRATIVE

- A. EXECUTIVE ASSISTANT (BASE OPERATIONS)
DEFINED
- B. ACTEDS CONNECTION
- C. HOW TO USE THE PLAN
- D. REQUIREMENTS FOR EXECUTIVE ASSISTANTS
- E. RECRUITMENT OPTIONS

II. ILLUSTRATIONS

- A. FIGURE 1

FUNCTIONAL RELATIONS TO EXECUTIVE
ASSISTANT (BASOPS)
- B. FIGURE 2

PROJECTED PARALLEL BETWEEN CAREER
PATHS OF MUNICIPAL CITY MANAGER
AND EXECUTIVE ASSISTANT
(BASOPS)/GARRISON MANAGER

III. COMPETENCIES

IV. MASTER TRAINING PLAN

- A. PHASE I - COURSES FOR ASPIRANTS
- B. PHASE I - SUPPLEMENTAL ACTIVITIES
- C. RECOMMENDED DEVELOPMENTAL ASSIGNMENTS
- D. ACTEDS PRIORITIES
- E. PHASE II - DEVELOPMENTAL ASSIGNMENTS

V. SOURCE ABBREVIATIONS

THE EXECUTIVE ASSISTANT (BASE OPERATIONS) * DEFINED

The Executive Assistant (Base Operations) is a civilian position which functions as the assistant to the Garrison Commander (CONUS) or to the Community Commander (OCONUS). Reduction of military officer spaces in the Table of Distribution and Allowances (TDA) environment has resulted in a need to employ and institutionalize this concept Army-wide. The Executive Assistant serves as the alter-ego to the Garrison Commander/Community Commander, and may act in the absence of the Commander on all matters except for those involving command authority. Ultimately, this capstone position will require a thorough

familiarization and understanding of the base operations arena and the ability to manage the programs and people who run them, most notably the Director or Personnel and Community Activities (DPCA), Director of Engineering and Housing (DEH), Director of Information Management (DOIM), Director of Logistics (DOL), Director of Plans, Training and Mobilization (DPTM), Director of Resource Management (DRM), Director of Contracting (DOC), and the Director of Security (DSEC). Garrison management represents not only a new challenge but also new recognition for the civilian employee seeking increased responsibility in the post/camp/station environment.

ACTEDS CONNECTION

Army Civilian Training, Education and Development System (ACTEDS) plans provide a base for sequential and progressive growth in all of the career program areas. These plans may be used as conduits or gateways to positions in base operations, particularly to the capstone, Executive Assistant. For example, a Civilian Personnel careerist who follows the Civilian Personnel Administration Career Program (CD 10), may branch out at the GS-11 or 12 level to pursue some of the recommended training in Phase I of the plan on a dual track. At a minimum, details and lateral assignments to other job series, affiliation in professional organizations and attendance at meetings involving the military community can serve as developmental opportunities. The careerist is then broad based or multidiscipline and more competitive in the installation management arena. Parallel tracks might also be made within the Comptroller, Transportation, Engineer and Science, Manpower or Communications career fields, to name only a few. The functional relationship between key installation directorates and feeder career programs is demonstrated at Figure 1.

* The prescribed title for this position is Executive Assistant (Base Operations), (PERSCOM, TAPC-CPF-P Memo dtd. 15 June 1990, SUBJECT: Civilian Personnel Occupational Standard (CPOS) - Garrison

Management), Organizationally, it may have been called Community Executive Officer or Garrison Manager.

HOW TO USE THIS PLAN

Phase I of this training plan serves as a blueprint or self-development guide for those employees with varying backgrounds who seek to make themselves more competitive for selection for Executive Assistant (BASOPS) positions. Training is recommended to ensure a minimum level of competence in key BASOPS functions. Perseverance of aspirants, availability of funds and willingness of both management and employees to endorse and participate are important factors in the use of Phase I since all training is recommended. The candidate must recognize that creativity and flexibility are necessary ingredients because this position requires a self-starter, go-getter, quick-study type.

Phase II of this training plan lists prescribed training for incumbents of Executive Assistant (BASOPS) positions. ACTEDS priorities are applied to this section. Core leader development courses as well as technical training may have previously been completed under career program ACTEDS plans. Equivalencies to cited training as well as waivers may be granted by the Garrison Commander/Selecting Official. Activity career program managers for the feeder career programs and employee development specialists are essential advisors during this phase.

In both phases, acquisition of competencies through on-the-job training and developmental assignments is stressed.

REQUIREMENTS FOR EXECUTIVE ASSISTANTS

Understanding the Army is a pre-requisite. Several courses are listed in Phase I to prepare a competitor with this knowledge. The competencies are essential. Prior work experience and/or military affiliations may justify not taking these courses. Additional self-help tools are local "greening" classes, outside readings, interviews with military personnel officers, publications from the installation library and membership in military/civilian organizations. Data calls, on-site visits, job analysis, trends analysis, and staffing queries all indicated using the above methods to achieve an appreciation of customs, courtesies, ranks and military philosophy.

Mobility may not be required. However, the challenge of moving from a small post to a large post with increased quality of life issues, budget demands, and adaptation to new missions is comparable

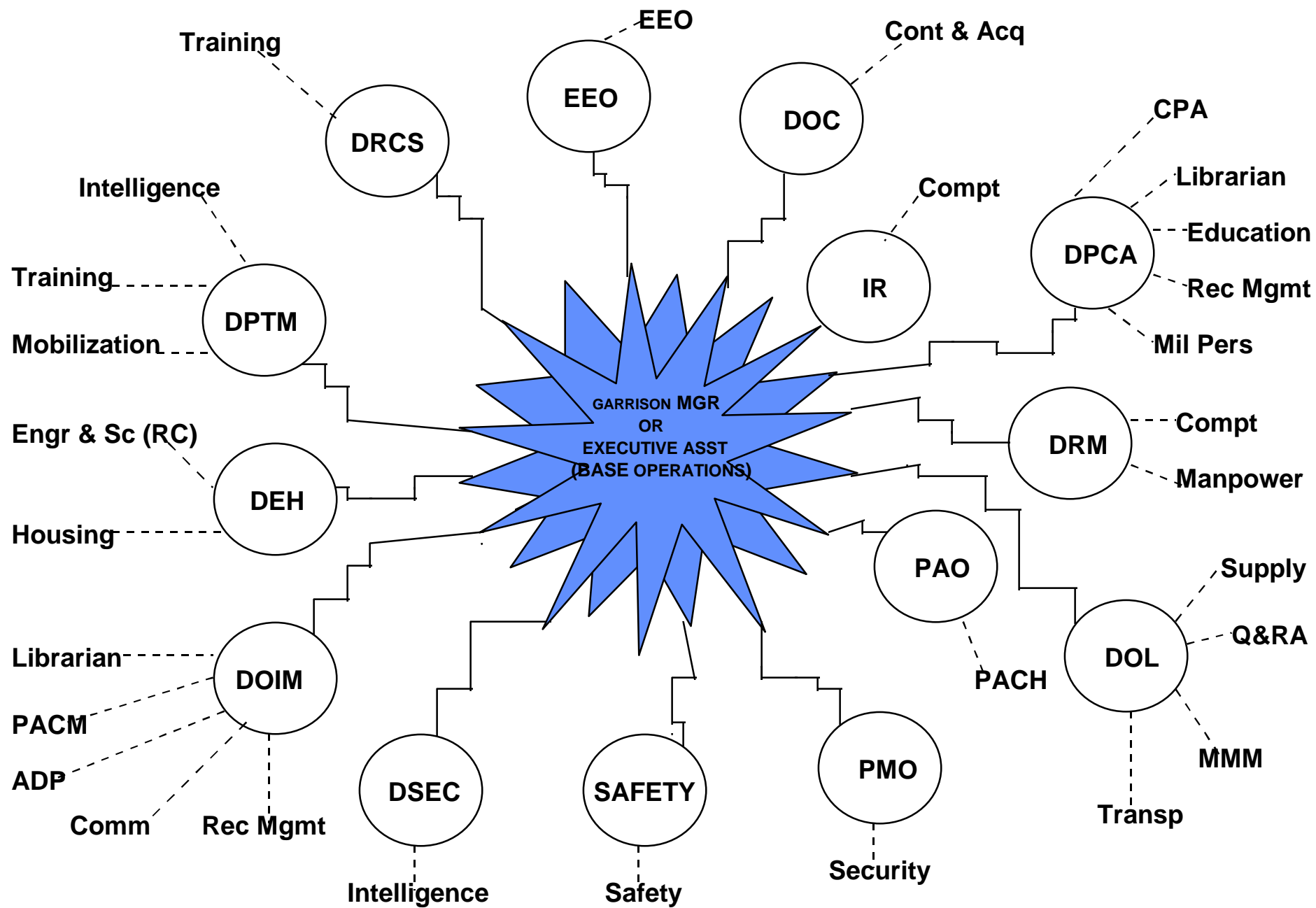
to the career path which a municipal city manager might follow. See Figure 2.

RECRUITMENT OPTIONS

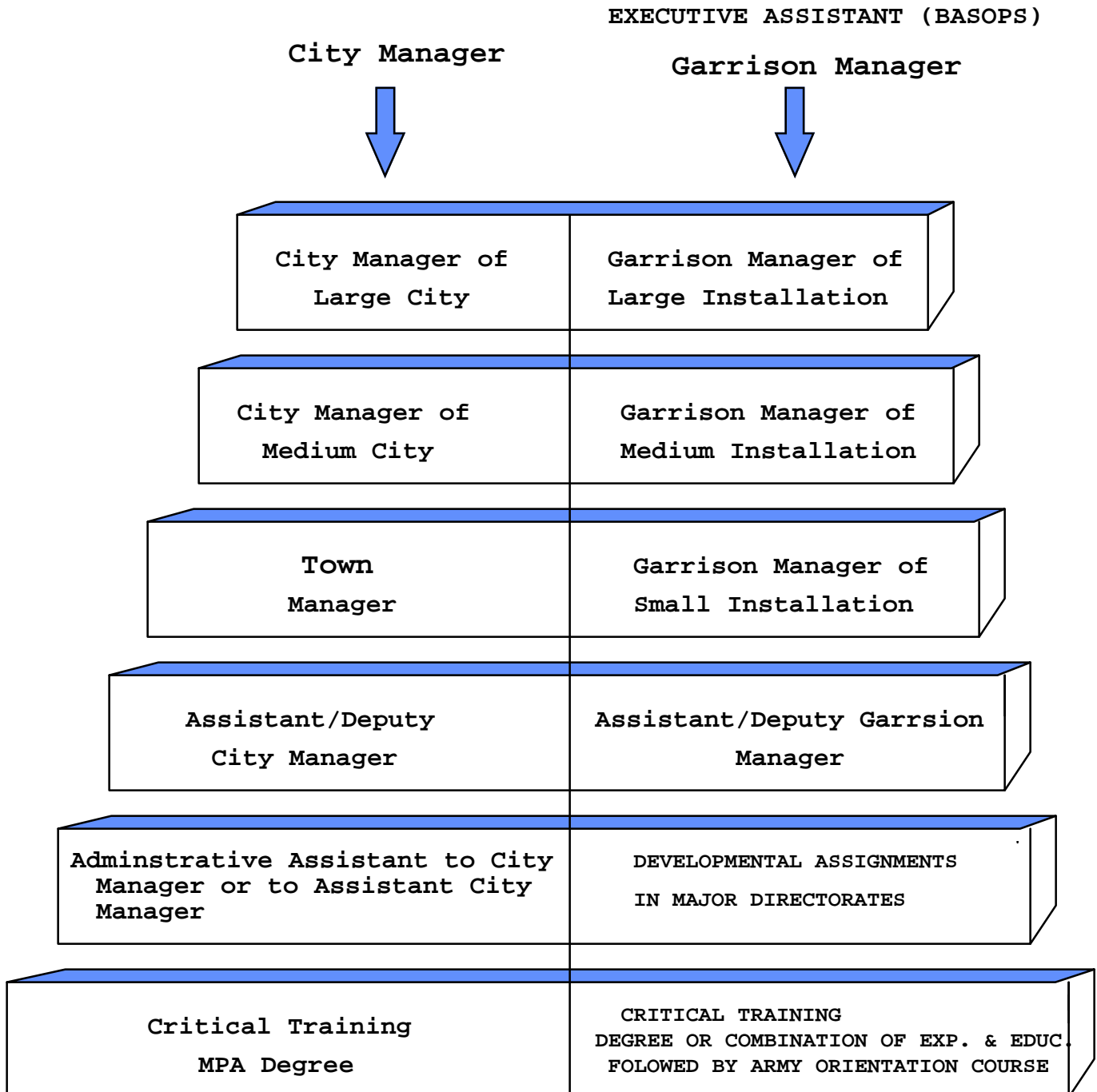
Although there is no central referral system for the Garrison Manager, there are a number of recruiting sources which can be used. All civilian personnel offices recruiting for an Executive Assistant (Base Operations) should send a copy of their vacancy announcement to: Department of Army Civilian Announcement Distribution System (DACADS). The address is: Chief, AMCLSSA, Resource Data Analysis Branch, ATTN: AMXLS-LIRB, Tobyhanna, PA. 18466-5103. Information may be obtained by calling DSN 795-7702 or COM (717) 894-7702.

Army-wide announcement, DoD-wide announcements and Federal agency-wide announcements are all means of searching for status applicants. External (non-status) applicants can be recruited through Office of Personnel Management (OPM) registers or use of local delegated hiring authority.

The City Manager (CM) candidate also offers a good external recruitment source. Usually possessing a Masters Degree in Public Administration, the aspiring CM serves internships in different municipal directorates, developing from a base area of expertise such as human resources, budget, etc. Many City Manager candidates obtain and maintain competence through professional associations such as the International City Managers Association. Mutual growth opportunities as well as increased positive relationship between installation and community are significant benefits to investigating the recruitment potential of local City Managers.



PARALLEL CAREER TRACKS OF MUNICIPAL CITY MANAGEMENT AND MILITARY GARRISON MANAGEMENT



Competencies

The following knowledge's, skills, and abilities (KSA's) have been identified for the position of Garrison Manager. These competencies are applied to training courses, developmental assignments and professional affiliations listed in the Master Training Plan.

1. Knowledge of Base Operations (BASOPS).
2. Knowledge of administrative processes and procedures which impact on garrison/community operations.
 - a. Personnel and EEO.
 - b. Budgeting - Planning, Programming, Budgeting & Execution Systems.
 - c. Resource Allocations.
 - d. Contracting.
 - e. Army Supply Management System.
 - f. NAF Management System.
3. Ability to recognize military ranks and understand the differences and similarities between military personnel and civilian personnel.
4. Knowledge of Army Organizations and Functions.
5. Ability to manage/supervise Army installation programs.
6. Ability to establish priorities.
7. Ability to brief senior military and key civilian officials.
8. Skill in oral and written communications and the ability to deal tactfully and diplomatically with others.
9. Ability to formulate program goals and objectives.
10. Ability to evaluate programs.
11. Knowledge of both appropriated and non-appropriated fund manpower doctrine and policies and procedures.
 - a. Knowledge of Mission Area Analysis process.

b. Knowledge of source documents that contain manpower and manpower related data needed to retrieve, compile, analyze, and produce manpower reports and accomplish force accounting.

c. Knowledge of requirements development process.

12. Ability to evaluate information management operations and activities.

13. Ability to interact with local community/municipal officials in order to enhance civilian/military relationships.

14. Ability to understand external community concerns and their relationship to/with the military garrison. Examples are: hazardous waste disposal, traffic problems, natural disasters, AIDS research, utility costs, demonstrations.

15. Knowledge of battlefield concepts of operation and interoperability/dependency of TDA/TOE units. (MACOM SPECIFIC)

16. Ability to innovate. Ability to develop new or revised policies, procedures, programs or solutions to problems.

17. Knowledge of basic installation law. (For example, this includes police power, environmental law and legislative jurisdiction).

18. Ability to interpret data in graphs, charts and tables and apply data to briefings/presentations.

19. Knowledge of safety and occupational health procedures.

20. Ability to understand environmental issues and their impact on installation management.

21. Knowledge of and skill in applying the precepts of Total Quality Management.

22. Ability to sustain and improve Quality of Life operations in support of the total military community services.

MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS
(Supplement Each Career Program ACTEDS Plan)

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
Understanding How the Army Runs	Correspondence Soldier Support Institute (AG 1020)	1, 2, 3, 4, 5, 7
Military Personnel Management	Correspondence SSI	2(a), 3, 4, 5, 7
Force Modernization Management (Equipping the Force) (How the Army Runs)	ALMC, Ft. Lee 2 weeks, satellite or local	1, 2(a,b, c,d), 3, 4, 7, 13, 15
Logistics Executive Development Course	Correspondence 600 hrs, ALMC	1, 2(a,b, c,d), 4, 5, 7, 12, 15
EEO -- Its place in the federal government	Correspondence NISC Catalogue	2(a), 5

Contracting Officer Representative Course	2 weeks local, On-site or local video	17, 2(d)
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Computer Literary	1 week local, On-site or community college	12, 2
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MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
Planning, Programming Budgeting and Execution System	USASSI 9 days for resident Ft. Benjamin Harrison, Correspondence (F12028)	1, 2(b,c,f), 5, 6, 9
Budget Formulation Course	OPM - Regional Office or local on-site 1 week	2(b)
Executive Strategic Information Mgt	2 weeks DoD Computer Institute	12
Force Integration Management	4 days Fort Belvoir, VA (staff action officers)	1, 2(a,b, c,d), 3, 4, 7, 13, 15
Industrial College of the Armed Forces (ICAF) GM-14/15	10 months Competitive LTT	1, 2(a,b, c,d), 3, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16

Review and Analysis	Correspondence Soldier Support Institute (F10934)	1, 2(b,c), 5, 10
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MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
Internal Control Systems	Correspondence Soldier Support Institute (F12034)	1, 2(a,b, c,d), 5, 6
Position and Pay Management	Correspondence SSI (AG 0068) or OPM or CPA Cntr & Sch	2(a,c), 4, 5
Administrative System Analysis and Design	1 week AMEC or on-site	2(a,b,c), 5, 6, 10
Executive Leadership Program OPM- GS-11/12	1 year (one exercise per month usually over a weekend and meetings during the month (Competitive)	3, 4, 6, 7, 8, 10, 13, 14, 15, 16
Basic Labor Relations	OPM 4 days local on-site or correspondence	2(a,c,), 5, 9
Equipping the Force	Correspondence SSI	2(a), 4,

MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
Certificate in Management	International City	1, 2(a,b,
"The Effective Local	Managers Association (ICMA)	c), 6, 9,
Government Manager"	Correspondence	10, 13,
	SELF-PACED (3 core courses	14
	and 2 electives)	
	must be completed within	
	3 years	

COURSE SEGMENTS

Effective Communications:
Getting the Message Across

Management Policies in
Local Government Finance

The Practice of Local
Government Planning

Housing and Local
Government

Local Government Police
Management

Local Government
Personnel Management

Managing Fire Services

Management of Local
Public Works

MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
Defense Small Purchase (BASIC)	1 week local on-site or Correspondence ALMC	17, 2(d)
Decision Risk Analysis for Logisticians	2 weeks ALMC or satellite	1, 2(c), 6, 9, 16
Executive Briefing Techniques	1 week OPM Regional and local on-site	7, 8, 13
Writing Effective Budget Justification	3 days OPM Regional and local on-site	8, 9
Introduction to Program Evaluation	OPM Regional Local on-site or local colleges	9, 10, 12
Targeted Innovation (for Managers and	1 week Center for Creative	5, 6, 9, 13, 16

"Idea" people)

Leadership
(Can be conducted for
local groups on
contractual basis)

MASTER TRAINING PLAN

PHASE I - FOR ASPRING/POTENTIAL EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>KSA'S TO BE ACQUIRED</u>
How to Supervise Military Personnel (Includes Officer Efficiency Report and Enlisted Efficiency Report Evaluation)	Local T&D Offices 1-3 days	2(a), 3, 4, 5
* Community & Family Support Mgt Crse	CFSC Alexandria, VA 4-5 weeks	2(f), 5, 22

* This course is targeted at new managers recently employed by Army to include emphasis on program specific training in Community Recreation, Community Operations and Family Support Divisions.

MASTER TRAINING PLAN

PHASE I - FOR ASPIRING/POTENTIAL EXECUTIVE ASSISTANTS

SUPPLEMENTAL RECOMMENDED ACTIVITIES

KSA'S TO BE ACQUIRED

I. Attend (once every 6 months for 2 years) the Garrison Commander's Staff Meetings, Program Budget Advisory Committee (PBAC) Meetings, Position Management Review Committee Meetings, Installation Training Committee Meetings, Installation Acquisition Planning Board Meetings, Community & Family Review Committee Meetings and Installation Town Hall or Mayors' Meetings.

1, 2(a,b,
c,d,f), 3,
4, 5, 22

NOTE: Titles of periodicals cited below do not represent an endorsement but are listed as examples of substantive education on "Understanding the Army" and its mission.

Also Read Army Times (weekly)
 Army Magazine (Monthly)
 Defense Times (weekly)

3, 4, 5, 22
3, 4, 5, 22
3, 4, 5, 22

and Career Program/Branch specific publications e.g. The Logistician.

II. Membership in organizations emphasizing community administration
Information usually imparted through:

- Newsletters
- Magazines

2(a,b,c,d)
12,

14, 16,

- Training Conferences
- Networking with local municipal officials
- Community Awareness Activities
- Environmental Concerns
- Inquiry Service

19

Affiliation/membership in organizations which will improve communication skills and public confidence e.g., Toastmasters, little theater, choral groups or holding an office in a civic organization which requires public speaking.

7, 8, 14

Example of local community activities:

Boy/Girl Scouts, Chamber of Commerce, Lions Club.
Church Organizations, Education (PTA, Boosters' Club),
Board of Directors of Local Schools, Universities, Financial Institutions

MASTER TRAINING PLAN

RECOMMENDED DEVELOPMENTAL ASSIGNMENTS - Rotate through "Big Four"

(Minimum of 90 Days to gain overall perspective on installation management issues.)

This may be to "Shadow" Civilian Deputy/Division Chiefs in Each Directorate. It also could result from task force participation, contract studies, building down reviews or military reserve duty. Other areas may be substituted e.g., Directorate of Plans, Training, Mobilization & Security.

<u>LOCATION</u>	<u>SUBJECT MATTER</u>	<u>KSA'S</u>
Directorate of Engineer and Housing (DEH)	Operations Housing Construction Facilities Eng.	1, 14, 5, 9, 12, 19
Directorate of Logistics (DOL)	Logistics Operations Supply Transportation Maintenance	1, 14, 17, 5, 2(d), 9, 12
Directorate of Personnel and Community Activities (DPCA)	Civilian/Military Pers. Family Support Programs Army Community Service Recreational/Athletic Programs Education Centers Alcohol and Drug Abuse Prev. & Cont. Program	1, 2(a), 3, 4, 14, 5, 8, 9, 13, 22
Directorate of Resource Management (DRM)	Planning Programming Budgeting & Execution	1, 2, (b,c), 11, 2(d), 17, 5, 9, 10, 21

ACTEDS PRIORITIES

ACTEDS training is divided into two categories: Universal Training and Competitive Professional Development Training.

a. Universal Training: Training provided to all who have similar duties/responsibilities.

MANDATORY - PRIORITY 1

- Employee must have for acceptable performance.
- Training is mission essential.
- Employee must complete within certain amount of time and within specific time frames. Failure to successfully complete would be grounds for non-selection for or removal from the position.

MANDATORY - PRIORITY 2

- Employee should have for effective performance.
- Training directly affects quality of mission accomplishment.
- The training should be funded, but can be deferred if funds are not available.
- Includes all training mandated by Army that does not fall into the Priority 1 category.

RECOMMENDED - PRIORITY 3

- Employee's knowledge, skills, or abilities will be improved.
- This training should be funded after all priority 1 & 2 are funded.

b. Competitive Professional Development Training Training for which careerists are competitively selected to develop for the positions of greater responsibility in a career field.

MASTER TRAINING PLAN

PHASE II - FOR INCUMBENT EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>PRIORITY</u>	<u>KSA'S TO BE ACQUIRED</u>
Installation Management Course	ALMC, Ft Lee 3 weeks	1	1, 2(a,b, c,d,e,f), 4, 5, 14
Army Management Staff College	DCSPER Ft Belvoir 14 weeks	Competitive	1, 2, 3, 4, 5, 7, 11, 14, 15, 16
Installation Logistics Course	ALMC, Ft Lee 2 weeks	2 non-logisticians 3 logisticians	1, 2(c), 4, 5
Personnel Management for Executives (PME) (GS/GM-12, 13, 14	Regional sites DCSPER, 8 days	2	2(a), 5, 6, 7, 10
Presenting Statistics using graphs, charts, and tables	OPM regional or local on-site 3 days	3	7, 8, 18
Organizational Study and Design	OPM regional or local on-site	3	2, 6, 13 14, 16
Personnel Liability of the Federal Official	OPM regional or local on-site		5, 14, 16, 17
Total Quality Management Course GS-13/15	Defense Systems Mgt College, Ft Belvoir 5 days	2	21

MASTER TRAINING PLAN

PHASE II - FOR INCUMBENT EXECUTIVE ASSISTANTS

<u>TRAINING</u>	<u>SOURCE DURATION</u>	<u>PRIORITY</u>	<u>KSA'S TO BE ACQUIRED</u>
Resource Management Introduction	Ft Ben Harrison 1 week	2	1, 2(b,c,f) 5, 9
Resource Management Tactical Course (Division & Bdes)	Ft Ben Harrison 1 week	3 (MACOM Specific)	2(b,c), 3, 4, 5
Organizational Leadership for Executives GS/GM-12, 13, 14	CAL 2 weeks	2	3, 6, 7, 9, 13, 16
Military Construction Project Management GS/GM-12, 13	USACE (Huntsville) 10 days	3	2(c), 1, 2(d), 9
Labor & Employee Relations for Executives	Army Cntr. for Human Resource Mgt 1 week	2	2(a), 5, 9, 17

SOURCE ABBREVIATIONS

ABBREVIATION

SOURCE

ALMC.	U.S. Army Logistics Management College
AMEC.	U.S. Army Management Engineering College
AMSC.	Army Management Staff College
CAL	Center for Army Leadership
CFSC.	Community & Family Support Center
ICAF.	Industrial College of the Armed Forces
NISC.	National Independent Study Center
ODCSPER	Office of the Deputy Chief of Staff for Personnel (HQDA)
OPM	Office of Personnel Management
USASSI.	U.S. Army Soldier Support Institute
USACE	U.S. Army Corps of Engineers